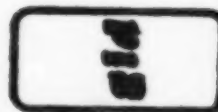


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Program to Improve
Downstream
PRIDE



**PRIDE:
PROGRAM TO IMPROVE DOWNTOWN EDMONTON**

TABLE OF CONTENTS

PART I

1.0	Introducing PRIDE: Program to Improve Downtown Edmonton	2
1.1	Elements of PRIDE	2
1.2	The Need for Downtown Improvements	5
2.0	Implementing PRIDE	7
2.1	A Corporate Approach to Project Management	7
2.2	Creating a PRIDE Capital Budget	7
2.3	Innovative Financing for PRIDE	10
2.4	Annual Evaluation of PRIDE's Progress	10
2.5	Community Participation	10
2.6	Streamlining Regulations and Procedures	11

PART II

1.0	Proposed 1984 Capital Budget for PRIDE	13
1.1	Projects Selected	13
1.2	Budget Justification	15
2.0	Heritage Trail	17
2.1	Project Summary	17
2.2	Costs and Initial Phase of Construction	17
2.3	Rationale	18
2.4	Public Support	18

3.0	Rice Howard Way	20
3.1	Project Summary	20
3.2	Costs and Initial Phase of Construction	20
3.3	Rationale	21
3.4	Public Support	21

4.0	Jasper Avenue Improvement Program	23
4.2	Costs and Initial Phase of Construction	23
4.3	Rationale	23
4.4	Public Support	24

APPENDICES

Appendix I	Downtown Revitalization in Other Cities	27
Appendix II	Financing Measures Under Investigation	32
Appendix III	Publicity and Promotion Program for Pride	38
Appendix IV	Issues on Downtown Parking	41

PART I

INTRODUCING PRIDE:

PROGRAM TO IMPROVE DOWNTOWN EDMONTON

1.0 INTRODUCING PRIDE: PROGRAM TO IMPROVE DOWNTOWN EDMONTON

A program called PRIDE: Program to Improve Downtown Edmonton¹ is proposed to economically, socially and physically rejuvenate our downtown. A one-year start-up phase in 1984 calls for the construction of several projects as a first step in upgrading the environment of downtown streets and public spaces. In a five-year program to follow, from 1985-1990, three fundamental issues will be addressed to help the downtown compete with suburban shopping malls and amenities:

- a. provision of more inexpensive short-term parking,
- b. provision of a greater variety of shops, entertainment and cultural events, and a stimulating, more attractive environment, and
- c. more downtown housing.

Together these elements can make downtown revitalization a success.

The mandate for PRIDE comes from the Downtown and Boyle Street/McCauley Area Redevelopment Plans, and the growing concerns among the downtown business community and Edmonton's citizens that the vitality of our

¹For purposes of the program, any references to the downtown refer to the area delimited in Map 1. It includes all of the area designated under the Downtown Plan as well as the southeastern portion of the Boyle Street/McCauley Plan Area.

downtown is diminishing. City Council has approved, in principle, the improvements itemized in the two plans. Now Council approval is needed to implement those improvements.

As conceived, a capital budget would be created for PRIDE which will act as an umbrella program for all improvements undertaken in the downtown by all departments. This new budget would integrate departmental capital expenditures and would represent a small, manageable percentage of the City's total capital budget. In keeping with public opinion, revenue for the program would be drawn from a portion of downtown business and property taxes as well as from the sale of downtown lanes and streets.

Moreover, the funding would be shared by the public and private sectors.

The accumulative effect of the program is twofold. It will optimize the results from capital outlay each year. Second, it allows for a gradual, carefully planned, and orchestrated introduction of improvements which will reflect the evolving interest and concerns of the community and Council in Downtown Edmonton.

1.1 Elements of PRIDE

PRIDE consists of a number of key action plans working towards the goal of an enriched downtown.

MAP 1: PROPOSED 1984 PUBLIC IMPROVEMENT PROJECTS



LEGEND:

■ MOST PUBLIC, WELL USED
& VISIBLE STREETS

--- PUBLIC IMPROVEMENT
PROJECTS

--- 1984 PUBLIC IMPROVEMENTS

① RICE HOWARD WAY

② HERITAGE TRAIL

③ JASPER AVENUE IMPROVEMENTS

(5 blocks to be determined
by business community)

1.1.1 The Streets of Downtown Design Guidelines

This project, which will be completed by late summer of 1983, will provide design guidelines for the gradual beautification of all downtown streets. The guidelines aim to foster a unique identity for each of the functional districts found downtown, inspiring variety, distinction, interest and vitality. At the same time, care is being taken to effectively link the individual character areas to create a cohesive downtown environment. This project, in fact, provides the setting for all future public and private improvement projects.

1.1.2 Public Improvement Projects

These projects are proposed as attractions in their own right, which will add interest and activity to the downtown. They are proof to the community at large, and to the business sector in particular, of the City's commitment to strengthen the downtown. As such, they should be effective catalysts for generating private sector improvements.

On a yearly basis, Council approval will be sought for implementation of specific phases of improvement projects. Projects will be chosen from the Downtown and Boyle Street/McCauley Plans and others will be added as required based upon community demands and support.

For 1984, the City Administration is seeking Council approval for implementation of two major physical improvement projects, shown on Map 1, all of which have already been approved in principle under the Downtown Plan, namely:

- a. Phase I of Heritage Trail,
- b. Street Improvements including:
 - a portion of Rice-Howard Way
 - a portion of Jasper Avenue.

In subsequent years, future phases of the two 1984 projects can be undertaken. In addition, other projects identified in the Downtown and Boyle Street/McCauley Plans that can be selected for improvement include:

- a. City Farmers' Market;
- b. Chinatown Projects;
- c. Sir Winston Churchill Square;
- d. Street Improvements:
 - Capital Boulevard,
 - 102 Street Semi-Mall,
 - Old Market Mall, 101A Avenue between 96 and 97 Streets,
 - Other sidewalk improvements identified in the Downtown Plan or by businesses,
 - 104 Street (identified by the business community); and
- e. New projects yet to be determined.

1.1.3 Parking

Ample parking, at reduced rates, must be made available. The Transportation Management Department is currently preparing a study to address the parking issue, including recommendations about the amount and ways of introducing a greater proportion of short-term to long-term downtown parking. Downtown businesses are also taking action. A number of parkades associated with retail are offering free validated parking on week nights and weekends. Others are following suit. But more can and should be done in the long-term, jointly by the City and businesses, to address this issue as a key to strengthening the downtown. (See Appendix IV.)

1.2

The Need For Downtown Improvements

Downtown Edmonton is at a very critical stage in its development. Public and private investment is needed to ensure that the downtown remains economically vital.

Downtown has witnessed tremendous growth and change over the past decade. Many sparkling new office towers scattered throughout Downtown exert their presence adding new, exciting dimensions to Edmonton's image as a world-class city. Yet rapid growth has been accompanied by growing pains.

While some of the new elements Downtown are pleasing indeed, the spaces between old and new buildings do not come together very well. The public spaces, streets, plazas, and parks simply are not up to calibre.

Businesses have suffered from the disruptions of extensive redevelopment and Light Rail Transit (LRT) construction. Streets once busy with people and activity are now largely empty after working hours. Unfortunately, while most of the construction is now completed, this trend has not reversed. Downtown streets have become sterile, bland, dirty, windswept places.

Downtown retailers are having great difficulties competing with the many recently built suburban shopping malls. As evidenced in recent surveys, (see "Survey Results: Jasper Avenue Improvement Program", Planning Department, February 1983) fewer households across the city are shopping downtown and an alarming number of retailers are leaving downtown.

How can this trend be halted and reversed? How can people be brought back downtown? Can the downtown compete with shopping malls and other suburban amenities?

Many concerned Edmontonians and businessmen say it can and should be done. Furthermore, the experiences of other cities have conclusively proven that downtown revitalization efforts can be extremely successful, and that it pays to invest public capital downtown (see Appendix I).

The choice is clear. If the downtown's future is left unaided by the combined resources of the City and private sector, its economic potential will never be realized. Business confidence will decrease as even more retail uses leave downtown. Citizens will be less inclined to visit downtown.

On the other hand, the City can rise to the challenge to work closely with the business community to undertake measures that will reinforce the downtown and restore confidence. Through concerted effort, our downtown can mature to a level of quality and economic health befitting a world-class city and the Capital of Alberta.

The benefits of renewing Edmonton's downtown far outweigh the required financial outlays by the City and private sector. In summary, there are four major benefits:

- a. The improvements would give private industry assurance of the downtown's economic stability during a period of declining rate of growth;
- b. The improvements would create many spin-offs in the form of job creation, new investments, attraction of new firms, and, in turn, an increased tax base;
- c. More downtown amenities would encourage more people to live there; and
- d. A more attractive, lively downtown will do much to generate pride of Edmontonians in our city.

2.0 IMPLEMENTING PRIDE

2.1 A Corporate Approach to Project Management

PRIDE has been designed to achieve the most efficient use of the City's resources for downtown improvements. This approach incorporates the following elements:

- a. All downtown improvements will be implemented through PRIDE. Each year, Council will establish its priorities for projects to be undertaken. Naturally, some projects will take several years to complete.
- b. For each improvement project, the work programs of all concerned departments will be organized and orchestrated under PRIDE from the planning and design stages through to construction and management.
- c. All involvement with private industry and other government levels and agencies will be coordinated through PRIDE to ensure consistency in approach, policy and participation.
- d. All promotions for the improvements will be directed through PRIDE.

In essence, PRIDE is an umbrella program of improvements which aims to utilize scarce City and private resources to their maximum benefit through careful planning and coordination.

Careful planning, scheduling and prioritizing will ensure that any capital project which is undertaken will incorporate desired improvements. That is, if a street or sidewalk

must be torn up for any reason, the opportunity to upgrade can be seized, and the costs of upgrading can be minimized.

A striking but unfortunate example occurred with the repaving of Jasper Avenue after the LRT construction. The sidewalks were not upgraded even though this improvement was endorsed by Council under the Downtown Plan. The opportunity was also missed to remove overhead wiring and relamp portions of downtown.

Through the umbrella program, the financing strategy involving shared public and private funds can be brought to bear in a systematic way. Features, such as trees, street furniture, and attractive lighting on public property can be added to selected downtown streets. At these times, improvements to private property, such as storefront face lifts, can be promoted. By having public and private improvements occur at the same time, disruption incurred by reconstruction can be minimized.

Bringing about a corporate approach to downtown improvements requires a strong commitment from Council. Ultimately this comprehensive program will ensure that the Administration can proceed with more direction to ensure orderly and efficient redevelopment.

2.2 Creating a PRIDE Capital Budget

The Administration is seeking Council approval for the creation of a special budget for PRIDE. Priorities for the capital budget are to be determined annually.

In this way, all capital expenditures for the selected improvements will be administered under, and drawn from, the PRIDE capital budget. Each department will still be given its portion of this budget to undertake its work leading towards construction of the improvement.

It is further recommended that one department be authorized by Council to administer and coordinate PRIDE and its accompanying capital budget. Some operating budget costs may have to be tied to the program as well to ensure implementation.

There is clear justification that downtown should be given much higher priority in the City's capital budget.

The downtown business community is becoming increasingly adamant that a significant portion of the City's revenues derived from downtown in the form of business taxes, property taxes and the sale of lanes and roads be reinvested into downtown.

Table I provides a summary of the City's assessed taxes in 1983. Of total assessed taxes, the downtown is contributing 19.4 percent to the tax base. Although actual figures were unavailable, discussions with the financial directors of the civic departments revealed that the 1983 capital expenditures in downtown, of the sort that directly and exclusively benefit downtown taxpayers, are minimal. Of the capital expenditures in downtown, most are projects like LRT and the Convention Centre that benefit both the suburbs and downtown.

While the suburbs have a host of facilities like pools, parks, community centres and other major recreational facilities, over the past decade, very few improvements have been made downtown. Now that suburban growth and the accompanying municipal servicing is slowing, downtown deserves more attention to ensure better utilization of existing public and private infrastructure.

The issue is one of equitable distribution of the City's capital expenditures between the downtown and the rest of the city. The downtown revenue base is a critical part of the City's total tax base. There is no question that it must be used to benefit the city as a whole. However, there is grave danger in not putting some proportion of the downtown taxes and revenues from sale of lanes, roads and properties back into downtown. If downtown businesses continue to suffer economically from decreasing retail sales and vacant office space, the downtown tax base will also suffer and decline.

Because the downtown businesses are already suffering economically, it is unrealistic to expect them to carry all of the costs of downtown improvements through local benefit assessment or frontage assessment. Recent survey results on the Jasper Avenue Improvement Program indicate, for instance, that Jasper Avenue businessmen feel strongly that the City should use a higher percentage of their present business taxes towards Jasper Avenue improvements. Households surveyed throughout the city indicated that downtown improvements should be given higher priority in the City's budget. A significant proportion of these households also indicated that they would support a slight increase in their taxes for downtown improvements. Ultimately, the businesses and

Table I

CITY OF EDMONTON TAX SUMMARY, 1983
(In millions of dollars)

	City-Wide Assessed Taxes	Downtown Assessed Taxes	Downtown Taxes as a Percentage of City-Wide Taxes
PROPERTY TAXES:			
Commercial	\$ 34.10	12.57	36.9%
Residential	\$ 131.79	17.50	13.3%
Sub Total	\$ 165.89	30.07	18.1%
BUSINESS TAXES:	\$ 53.37	12.57	23.6%
TOTAL ASSESSED TAXES:	\$ 219.26	42.64	19.4%

NOTE: These figures do not include the taxes assessed for the Supplementary School Tax nor for the Provincial School Foundation.

Downtown Lane and Road Sales, 1983 Assessed Revenue: \$43 million

residents surveyed as well as the business association, City Centre Association of Edmonton, all feel that improvements should be undertaken and that the costs should be shared by the city and private sector.

Based upon the above, some portion of the capital budget should be earmarked for the downtown improvement program each year. For administrative expediency and accountability, a special capital budget account should be established by Council for this purpose.

2.3 Innovative Financing for PRIDE

As conceived, PRIDE involves shared public and private financing which will be reflected in the individual financing strategies for each project. The proportion of costs to be borne by the City and the private sector will vary for each project dependent on a number of factors, including the extent to which private industry is able to contribute, the benefits accruing directly to affected private properties versus the community at large, and the availability of supplementary financing from other sources, such as the Provincial and Federal Governments, foundations and private donors.

Under PRIDE, new innovative financing sources and mechanisms will be investigated. Appendix II highlights some of the financing methods to be explored. Creative financing is particularly important in these cost-conscious times.

Some financing methods are already being developed and can be deployed to defray some portion of the budget requirements for the 1984 projects. For instance, the "wish list", a form of

tax deductible private donations that is employed in other cities, encourages citizens to make donations for specified improvement elements of their choice, such as street benches, fountains, trees and public art. Donations of time and expertise by local professionals, businessmen and citizens is a valuable resource as well that can cut down on consultant and operating costs. Donations of materials such as lumber, bricks and concrete can also be included.

2.4 Annual Evaluation of PRIDE's Progress

A mechanism should be put in place to monitor PRIDE so that the overall annual cost and benefits can be evaluated and taken into account in directing the improvement program from year to year.

2.5 Community Participation

PRIDE will actively seek the participation of interest groups in Edmonton that want to play a part in implementing downtown improvements. Some organizations are already actively involved like the newly formed downtown business association called the Central Area Association of Edmonton and the Jasper Avenue Improvement Program task force with representation from the Chamber of Commerce and City.

Publicity and promotional programs are being developed to raise public and business awareness of the need and potential for downtown improvements and how they can contribute. The program is specifically designed to generate and focus community participation in implementing improvement projects as well as responding to existing community interest and demand for involvement.

A publicity package has been designed to inform the public of the specific projects. As well, this package will provide brochures and leaflets that explain how groups and individuals can contribute their time, expertise and donations towards the improvement projects.

2.6 Streamlining Regulations and Procedures

In conjunction with the revitalization projects, there are numerous activities and facilities that help enliven and enhance downtown streets, including street vendors, sidewalk cafes and sales, cultural events, public art, canopies and aesthetic signage. As part of PRIDE, the Administration is taking steps to identify and streamline the procedures and regulations that unduly inhibit these activities and facilities. An interdepartmental committee has been established which is undertaking this task. First, where necessary, regulations are being re-interpreted or amended. Second, leaflets are being designed as part of the PRIDE promotions package to inform applicants of the steps they must take to gain approval from the various departments involved. Third, wherever possible, simple standard forms are being developed to speed up routine approvals.

PART II

PROPOSED 1984 CAPITAL BUDGET

FOR PRIDE

1.0 PROPOSED 1984 CAPITAL BUDGET FOR PRIDE

As discussed in Part I, the Administration recommends a special capital budget be created for PRIDE. At this point, only a 1984 budget is being brought before Council.

The recommended 1984 capital budget for PRIDE is given in Chart A. As proposed, the City is to share the costs of improvements on a 50/50 basis with the private sector. Of the \$4.2 million to be included as a 1984 capital expenditure, the City's financial contribution will be \$2.1 million which will be financed by the City's general debentures within the existing debenture guidelines. The other \$2.1 million will be collected from the private sector and other levels of government according to mechanisms outlined in Chart A. As shown, the mechanisms for obtaining the balance of funding varies from project to project.

The City's portion (\$2.1 million) of the proposed capital expenditures under the 1984 PRIDE budget will amount to \$575,361 per year over a five-year period at a rate of 11 1/2% interest. The other portion (\$377,000 annually) will be in the form of self-liquidating debentures, amortized over a ten-year period at the rate of 12 3/8% interest.

With Council approval in principle, the complete funding strategy can be firmed up prior to final approval in early 1984. The intent is to seek out ways of offsetting both the City's and private sector's financial contributions, wherever possible, through funds from other levels of government and private donations. (See Appendix II for examples of additional funding mechanisms which are being investigated.)

It is recommended that the 1984 PRIDE capital budget be established as part of one department's budget. The justification for this approach is outlined in Part I, Section 2.2 of this document.

1.1 Projects Selected

The projects selected for the 1984 PRIDE capital budget are:

- a. phase I of Heritage Trail,
- b. street improvement projects:
 - phase I of Jasper Avenue,
 - phase I of Rice-Howard Way.

Map 1 of this document shows the location of the projects and the phase I portions to be built as part of the 1984 capital budget.

The Heritage Trail, Rice-Howard Way, and Jasper Avenue Improvement Program have been chosen for three important reasons:

- a. They have undergone extensive public scrutiny and involvement and have community support.
- b. Conceptual and design work for these projects has reached the stage where construction can begin immediately.
- c. These projects will demonstrate to the community how improvements can dramatically enhance downtown.

CHART A: 1984 CAPITAL BUDGET
PHASE I

PROJECT	TOTAL COST	PHASE II: 1984 BUDGET			OTHER SOURCES OF FUNDING
		PROJECT DESCRIPTION	MONEY REQUIRED IN 1984	GENERAL DEBENTURES	
1. HERITAGE TRAIL	\$3.1 Million	Portion of trail from the A.G.T. Plaza along McDonald Drive to the YWCA at 103 Street and 100 Avenue.	\$950,000	\$475,000	\$475,000 to be funded through: - wish list - fund raising events - grants from Alberta Culture - Parks & Recreation budget
2. STREET IMPROVEMENTS					
a. Rice-Howard Way	\$4.2 Million	Portion of "nail" 100A Street from Jasper Avenue to Edmonton Centre; along 101A Avenue from 100 Street to 101 Street.	\$1.5 Million	\$750,000	\$750,000 through self liquidating debentures; monies raised through frontage assessments.
b. Portion of Jasper Avenue (5 blocks) and portion of sidestreets off Jasper Avenue.	\$6.0 Million	to be determined	\$1.55 Million	\$775,000	\$775,000 through self liquidating debentures; monies raised through frontage assessments.
Sub Total	\$13.3 Million		\$4.0 Million	\$2.0 Million	\$2.0 Million
Consulting Fee (5%)	\$665,000		\$200,000	\$100,000	\$100,000
TOTAL	\$13.96 Million		\$4.2 Million	\$2.1 Million	\$2.1 Million

Specific street improvements will be determined with Council approval in principle. The intent is to work closely with other departments, particularly the Engineering Department, to choose streets that are already scheduled for sidewalk replacement, to minimize the cost of upgrading the street environment. Improvements may include decorative paving, tree planting and replacement of lighting with new standards.

1.2 Budget Justification

Justification for the recommended budget.

- a. Examined in the context of the City's overall capital expenditure, the \$4.2 million allocated to downtown improvements amounts to 1.9 percent of the total 1983 city-wide assessed taxes. It amounts to only 10 percent of the total 1983 downtown assessed taxes. It amounts to approximately 2 percent of the City's 1983 capital budget (excluding the Utilities Budget).
- b. The business assessment rates for taxes are based on rental rates. Downtown office rental rates have declined between 12 and 22 percent over the past year. Unless this trend can be arrested (by attracting more businesses and so on), the downtown commercial assessment will continue to drop. Downtown revitalization can help stave off this undesirable trend.
- c. There is strong community support for undertaking the 1984 PRIDE capital projects. (See the discussion on public support in Sections 2.4, 3.4, and 4.4.)

In 1983, the downtown is providing 19.4 percent of the City's total assessed tax revenues while this program only requires 1.9 percent of the assessed downtown tax revenues for improvements in 1984. Section 2.2 in Part I of this document provides further discussion on this matter.

The Finance Department indicates that the City's capital budget for 1984 and subsequent years will be decreasing annually. Nevertheless, the downtown must be given more attention in terms of capital expenditures to ensure that its tax base does not decrease. It is well-documented (see Appendix I) that investment of public capital in a downtown will pay off in an increased tax base in the future. In essence, the City should invest in the downtown now during slow growth to ensure a healthy tax base in the future.

The proposed 1984 capital budget is a modest one, tailored to this cost conscious period but designed to stimulate more private confidence and reinvestment in our downtown. This budget represents a small but meaningful demonstration of Council's commitment to downtown.

Table II

Proposed 1984 PRIDE Capital Budget

	<u>CITY</u>	<u>PRIVATE SECTOR</u>	<u>TOTAL</u>
<u>Capital Expenditures</u>	Expenditures Through General Financing Debentures	Expenditures Through Self-liquidating Debentures	
Expenditure-Capital Expenditure-Consulting	\$2,000,000 <u>100,000</u>	\$2,000,000 <u>100,000</u>	\$4,000,000 <u>200,000</u>
Total 1984 Expenditure	\$2,100,000	\$2,100,000	4,200,000
<u>Debt Service Rates*</u>			
Borrowing Rate	11 12/8% **	12 3/8%	
Amortization Period	5 Years	10 Years	
<u>Annual Debt Service Charge</u>	\$ 575,361	\$ 377,390	\$ 952,751

* Rates are based on the current interest rates, 1983 05 18.
Amortization periods are as per existing City Policies

** Rate is based on the current policy of the Finance Department to
amortize general debentures over a five year period.

2.0 HERITAGE TRAIL

2.1 Project Summary

The Heritage Trail will offer Edmontonians a formal promenade, a grand walkway linking the Convention Centre and the Legislature. Following the top of the bank as closely as possible, it will provide spectacular views of the North Saskatchewan River Valley, and improve access between the downtown and the Capital City Recreation Park.

The Heritage Trail has been so named because it will link Edmonton today with Edmonton past. Much of Edmonton's early history took place on the river valley flats, which can be viewed from the eastern portion of the Trail where it follows the top of the bank. Its eastern terminus at the Convention Centre on Jasper Avenue was Edmonton's original 'downtown', and several buildings remain from this pre-World War I era. On its path to the Legislature, the western portion of the Trail passes through the McKay Avenue neighbourhood, Edmonton's premier residential area at the turn of the century. Interpretive displays will identify existing heritage resources such as the Hotel Macdonald, McKay Avenue School and the Legislature Building, and describe key sites, events and people of Edmonton's past. Highlights of natural interest will also be identified.

The Heritage Trail will be designed specifically for the pedestrian--for strolling, jogging, walking to work, shopping, sight-seeing and historical interpretation. The wide, tree-lined walkway will be paved in consistent and distinctive materials. Benches liberally provided along its

length will reflect the heritage theme. Decorative lighting standards, which will be particularly distinctive at night, will mark the route. A series of small outlooks, plazas and sitting areas will be provided at intervals along the trail at intersections, sites of particular interest or to take advantage of a spectacular view.

For the comfort and safety of the pedestrian, the Trail will be separated from bicycle and vehicular traffic as much as possible. To ensure the continuity of the promenade, two pedestrian bridges are proposed--one across 105 Street south of 99 Avenue, and the other crossing McDougall Hill from Macdonald Drive.

The Heritage Trail represents a major commitment by the City to offer concessions to the comfort, entertainment and travel needs of the pedestrian. As the Trail directly connects the Convention Centre with hotels in the western portion of downtown, it is particularly appropriate for conventioners, who are almost exclusively confined to travel on foot and who are unfamiliar with the city. For visitors and Edmontonians alike, the Trail will offer a unique vantage point for appreciating the beauty of our city.

Costs and Initial Phase of Construction

2.2

The preliminary cost estimate for the construction of the entire Trail was \$3.1 million. (A more detailed estimate is currently being prepared.) However, in 1984, only the portion from McDougall Hill and the AGT Plaza to the Y.W.C.A. at 103 Street and 100 Avenue would be constructed at an estimated cost of \$950,000.

Fifty percent of this cost would be borne by the City with the remainder to be sought from a wish list program, various fund raising projects, and provincial grants (Culture; Recreation and Parks).

2.3 Rationale

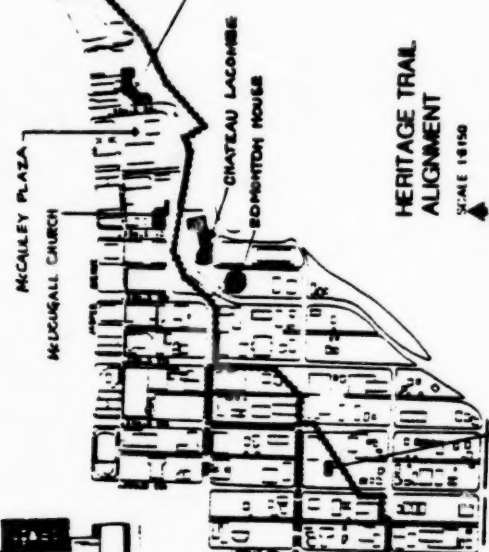
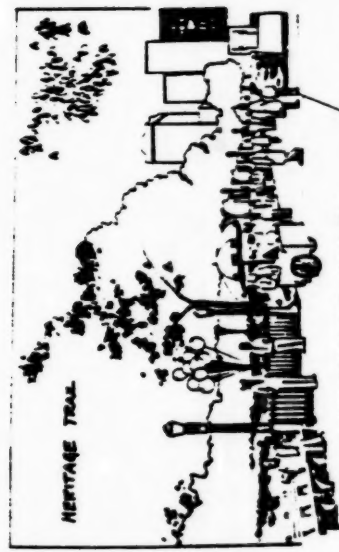
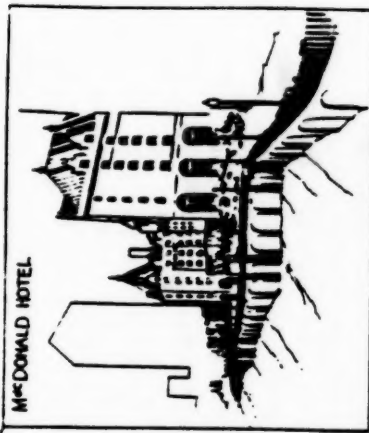
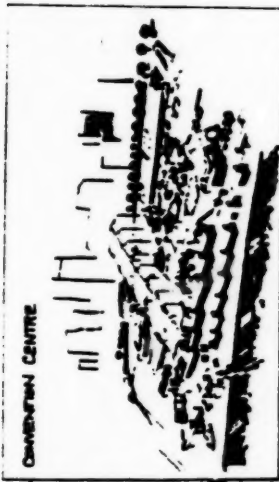
The Heritage Trail is important because it represents a commitment by the City to serve the pedestrian downtown. It is a major step in the provision of an attractive and lively public urban environment. It shows a commitment to a high density residential area.

The Trail is also a meaningful way of introducing Edmonton's heritage into the everyday lives of its residents. Its alignment "at the edge" reinforces the link between the city's built-up area and the river and valley.

2.4 Public Support

The Heritage Trail Preliminary Design Study was enthusiastically received by the public, property owners along the Trail, and a wide variety of public agencies including the Convention Centre, Alberta Historical Resources Foundation, Edmonton Historical Board, the Y.W.C.A. and Travel Alberta. Most of the negative comments were related to specific details of the design and many of the concerns raised have been resolved through minor modifications to the design.

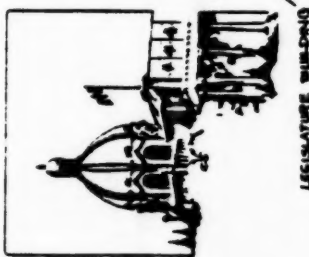
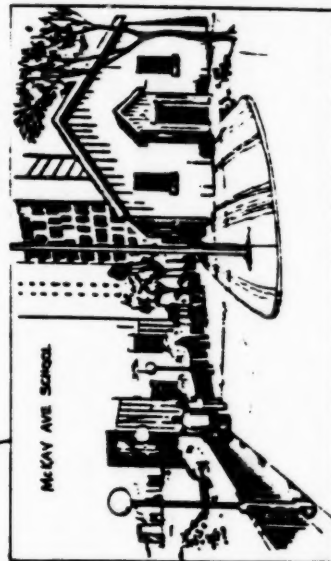
A few questioned the expenditure for construction of the Trail during these times of restraint. The design recently received an Award of Merit by the Canadian Society of Landscape Architects for excellence in design.



HERITAGE TRAIL
ALIGNMENT

SCALE 1:1500

PROPOSED ROUTE
ALTERNATIVE ROUTE



3.0 RICE-HOWARD WAY

3.1 Project Summary

The four small blocks joined at the crossroads of Rice (101A Avenue) and Howard (100A Street) are quietly establishing themselves as the restaurant centre of Downtown Edmonton. They now offer 6 restaurants, plus the Scotia Place Food Fair, and plans have been announced for two, possibly three, more cafes on Howard in the near future.

In the Rice and Howard project, the City and the private sector can join forces to create a lively and inviting downtown attraction. The stage can be set for activity along Rice and Howard by generously widening the sidewalks to accommodate sidewalk cafes, sculpture, trees, benches and other pedestrian amenities. Vehicular movements and on-street parking will be significantly reduced to minimize the negative impact of vehicles while retaining the positive aspects of providing exposure for the restaurants, bistros and cafes, and providing a level of surveillance for pedestrians' sense of safety. A police kiosk from which all downtown foot patrols will emanate is designated to be built immediately north of Central Station which should reinforce the feeling of safety in this area.

Landscaping, and colourful awnings and canopies will provide wind protection, and soften and freshen up the now barren environment. Decorative lighting, intimate seating areas and a feature sculpture or art attraction at the crossroads will further draw people to the scene.

Distinctive paving throughout will also identify the area as a primarily people place. Even in winter, when the sidewalk tables have been forced indoors, the improvements will add some colour and definition to our white landscape, and the promise of better things to come. It is our hope that outside restaurants, once established, will be glassed in for winter use.

Rice-Howard Way also includes improvements to the Centennial Library Plaza. The Plaza will become increasingly visible and important as it is on a key pedestrian route to the new Convention Centre, Canada Place and the Farmers' Market. One of the sunniest spots in Downtown Edmonton, the plaza needs better access and additional seating and landscaping to encourage people to use this precious space to best advantage.

Also, with redevelopment on the south side of Jasper Avenue, a direct pedestrian connection will be provided from Rice and Howard through to the AGT Plaza and McDougall Park. If there is redevelopment on the west side of 101 Street, a pedestrian connection through to 102 Street will be secured.

3.2 Costs and Initial Phase of Construction

The ultimate cost of the initial stage of development (the area bounded by 100 and 101 Streets and 102 and Jasper Avenues) is estimated at \$1.5 million. This cost would be shared equally between the City and property owners. Construction of portions of this project could begin in 1983 with the remainder completed in 1984.

3.3 Rationale

The Rice and Howard project will be an important step in the development of an attractive, active and comprehensive pedestrian system through the downtown area.

Originally proposed to be an exclusively pedestrian open-air mall, the proposal has evolved in response to vehicular access requirements, the reduction in retail outlets along these streets due to demolition and redevelopment, and the gradual emergence of this area as a restaurant/bistro precinct.

This conglomeration of restaurants, bistros and sidewalk cafes will make it a very exciting area, unique to this city. For a smart lunch, evening dining, after theatre snacks or a romantic afternoon tete-a-tete, this will be the place to be!

3.4 Public Support

The general public and property owners had numerous opportunities to comment on initial plans for the mall. The overall general reaction was "yes, Edmonton definitely needs a pedestrian mall in the downtown". Most people recognized that with this central location, the mall could be developed without any major rerouting of traffic. However, numerous people were concerned that there was not adequate retail on the mall to attract shoppers.

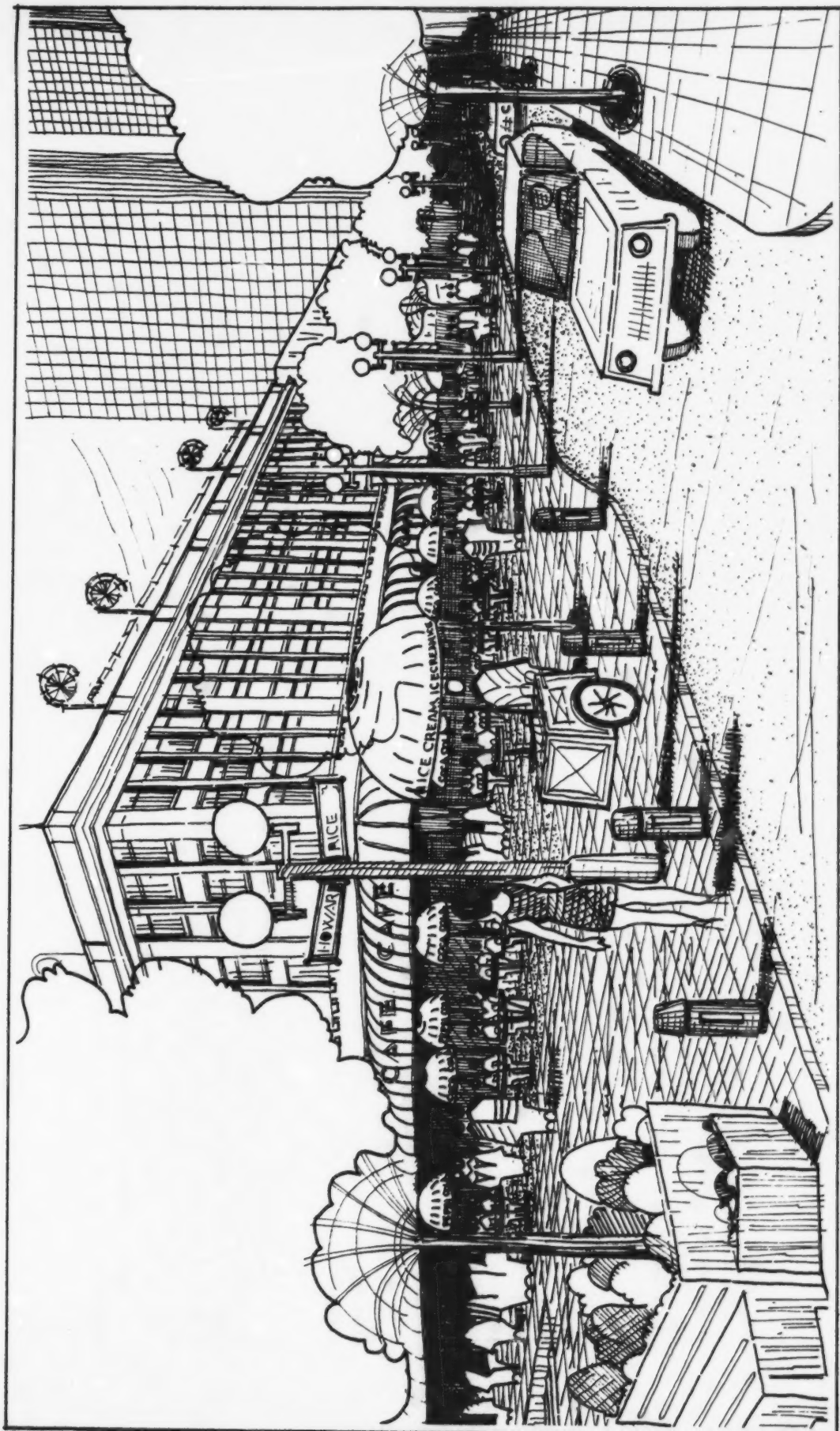
Generally the public agreed that the proposed mall concept handled the limited traffic flow quite well. However, some parties expressed disappointment that vehicular traffic was being allowed.

In respect to the tubular conduit system included in the original design, many people thought it was too "high tech" and would not blend in well with the rest of downtown. The tubular conduit system was the primary focus of contention. The idea of having a focal point, such as a wind sculpture was generally well received and the concept of more tree planting was very well received. (The landscaping was increased in the revised 82 01 13 plan.)

The possibility that the mall would attract vagrants was a common concern. However, the establishment of Rice and Howard as the location for a police kiosk has greatly relieved this concern.

The final major area of concern is in respect to financial contributions. The majority of the property owners, and citizens, seem to agree that the costs of the mall should be split between the City and the property owners. However, there are differences of opinion regarding what the cost sharing scheme should be, and that the costs were too high to be shared by so few properties.

Rice and Howard has been redesigned in response to the comments received (and to recognize its emerging role as a restaurant/cafe area) to the point that it is no longer a mall but a pedestrian precinct. This solution should be more amenable to both the public and property owners.



RICE-HOWARD WAY

4.0 JASPER AVENUE IMPROVEMENT PROGRAM

4.1 Project Summary

Jasper Avenue can be a vibrant, exciting place of modern business combined with character and appeal, attractive seating areas and a wide variety of shops and services. Such is the aim of the Jasper Avenue Improvement Program, a joint public and private venture to help rejuvenate the physical, economic and social vitality and character of Edmonton's main street.

Efforts began in March 1982 with the creation of the Jasper Avenue Improvement Program Working and Co-ordinating Committees, sponsored jointly by the Chamber of Commerce and the City of Edmonton. Surveys of businessmen, pedestrians on Jasper Avenue and households throughout Edmonton conducted last September, and public workshops held this March, indicate that Jasper Avenue businessmen and the general public strongly support improvements to attract people back to the Avenue.

The Jasper Avenue Improvement Program encompasses the area from 96 Street to 110 Street and will be restricted to the existing sidewalk widths. The Avenue's appearance will be physically enhanced by decorative sidewalk paving, improved street furniture, better lighting and more trees—all adding new dimensions to humanizing the street environment. Sidewalk cafes, where possible, improved storefronts and colourful canopies will be encouraged to create a lively, distinctive character for the Avenue.

Five consultants will prepare conceptual designs for Jasper Avenue beginning in June, 1983. One of those schemes will be selected and endorsed by City Council. The portion of Jasper Avenue between 99 and 104 Streets could be transformed according to the selected design in 1984.

Along with plans for the physical improvements to the Avenue, a Promotional Committee composed of the Chamber of Commerce and City representatives is developing a promotional strategy to increase the vitality of the Avenue. Special events, information packages and store directories are only a few ideas being proposed. The issue of parking, viewed as a serious problem by Jasper Avenue businessmen, is also being actively addressed.

4.2

Costs and Initial Phase of Construction

Total construction costs for Jasper Avenue improvements were estimated at \$6 million. Construction in 1984 between 99 and 104 Streets along Jasper Avenue would cost approximately \$1.5 million. This cost would be shared equally between the City and the affected property owners through a self-imposed frontage assessment.

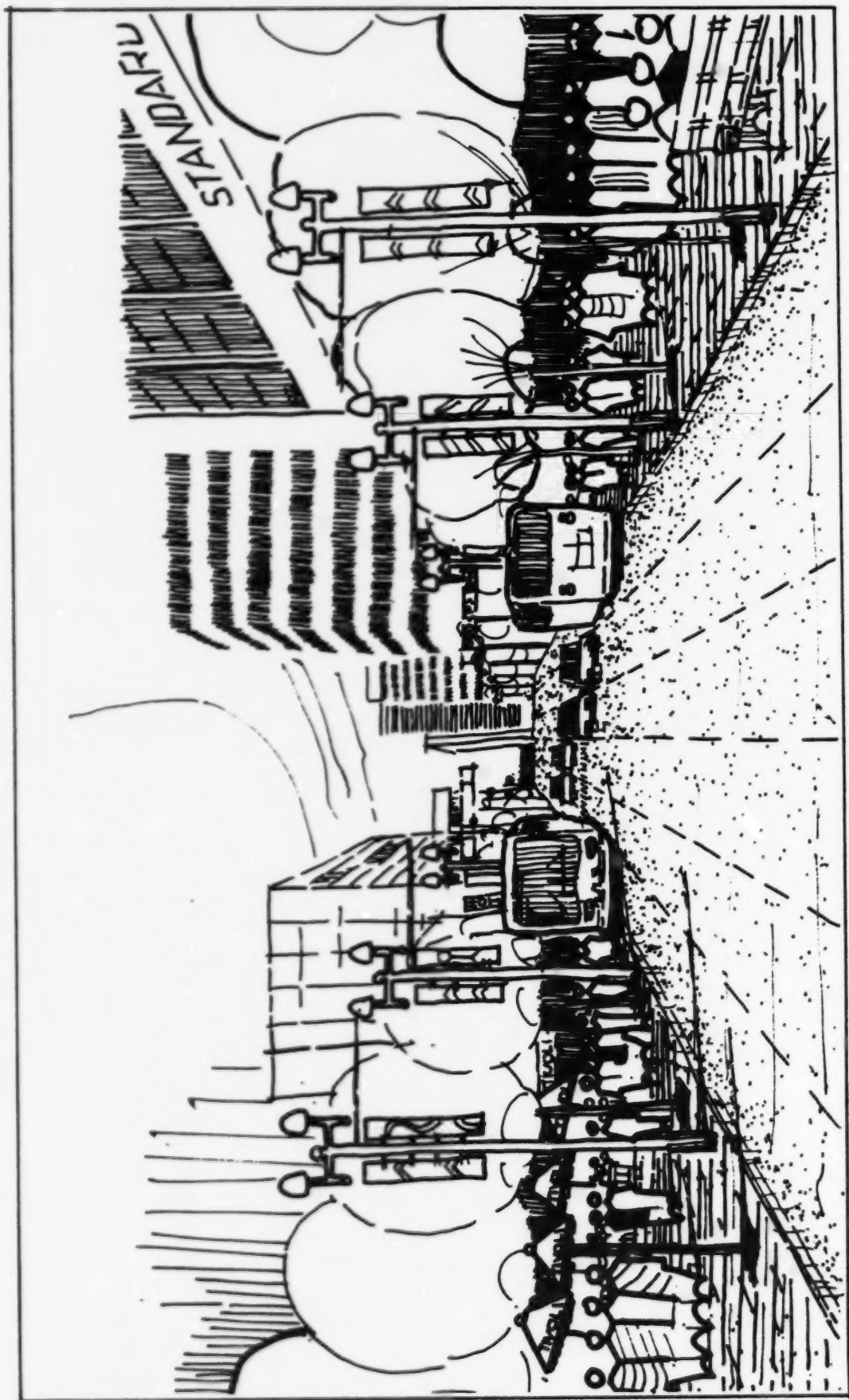
The task force is operating on the premise that once a suitable design concept for the Avenue has been selected, the City and Jasper Avenue businesses will have to adopt a financing strategy for implementation of the improvements.

4.3 Rationale

The revitalization of Jasper Avenue is a major improvement program designed to enhance and strengthen both the image and retail vitality of Edmonton's main street as a place to visit, shop, and be entertained.

4.4 Public Support

The Jasper Avenue Improvement Program began in March 1982 with the creation of the Working Committee and Coordinating Committee representing the Chamber of Commerce and the City of Edmonton. As its first initiative, this task force sponsored three surveys to determine if there was public support for Jasper Avenue improvements. From the surveys of Jasper Avenue businesses, pedestrians and households across the City it was found that there was overwhelming public support.



JASPER AVENUE STREETSCAPE

APPENDIX I

EXAMPLES: DOWNTOWN REVITALIZATION IN OTHER CITIES

APPENDIX I

EXAMPLES: DOWNTOWN REVITALIZATION IN OTHER CITIES

1.0 Milwaukee

1.1 History

Downtown Milwaukee was in a state of decline. The office developments generated the pedestrian traffic needed to keep businesses active during the day; however, in the evenings and weekends many businesses did not find it profitable to stay open. The City of Milwaukee was anxious to revitalize the downtown but it wasn't until 1976, when the Milwaukee Redevelopment Corporation began developing plans for downtown projects, that revitalization became a reality.

The Milwaukee Redevelopment Corporation (M.R.C.) is a limited-profit organization which works with the City to spearhead redevelopment in downtown Milwaukee. In 1978, the M.R.C. began negotiations with the City of Milwaukee and the Rouse Corporation and in 1980 the actual construction of the Grand Avenue project began.

1.2 Project

The Grand Avenue is a multilevel retail centre spanning four blocks in the heart of Downtown Milwaukee. The project combines new construction with old. Six historic office and retail structures are connected by skywalks and two shopping arcades (one old and one new) to

form a continuous and enclosed pedestrian concourse. The project includes 102 shops, 22 food service outlets and 1 financial institution.

1.3 Financing

The total cost of the mall was \$70 million dollars (this does not include the major renovations that two major downtown department stores undertook to coincide with the opening of the mall). Of this, approximately \$35 million was financed by the City, \$18 million by the Rouse Corporation and \$16.5 million by M.R.C. The City's funding came from the creation of a tax increment district, the issuing of bonds, and a \$12.6 million Urban Development Action Grant.

1.4 Results

The immediate result* was an increase in retail activity; now approximately 25,000 people visit the mall on weekdays and up to 60,000 on weekends. The tax assessment in the downtown has increased from \$17.651 million in 1980 to \$23.564 in 1982 (an increase of 33.3%). The full impact of the mall on City revenues is not expected to be felt until 1984 or 1985 when the majority of the numerous spin-off developments are completed. The mall itself is expected to average \$1 million in taxes to the City each year and a portion of M.R.C.'s net cash flow will also be paid to the City.

2.0 San Diego

2.1 History

Downtown San Diego had been in a state of constant decline for approximately 30 years. The downtown was not a financially viable city centre in that it no longer generated enough revenues to be self sustaining. The remaining land uses consisted primarily of some office space, adult entertainment facilities and approximately 40,000 sq. ft. of retail. In an attempt to encourage revitalization, the City of San Diego, from 1972-1976, prepared and adopted redevelopment plans. It wasn't until the Centre City Development Corporation was created in 1975 that any real actions were initiated to implement these plans.

The Centre City Development Corporation (CCDC) is a non-profit organization created to act as a "broker" between the City and the developers. Since the CCDC was created, developers have taken a renewed interest in the downtown with the result being numerous new developments.

2.2 Projects

The CCDC has worked with the City of San Diego and numerous developers to create some very impressive developments which include:

- a. Horton Plaza - 300,000 sq. ft. of office space, 800,000 sq. ft. of retail space, including 130 shops and 4 department stores, a 500 room hotel.
- b. By the end of 1982, 650 new housing units were created downtown and 2500-3000 more are planned.

- c. A major convention centre and a Performing Arts Centre are being constructed.

Other CCDC projects include the historical "Gaslamp Quarter", office towers, and parking facilities. Still other projects are in their initial stages and their effect on the downtown has yet to be ascertained.

2.3 Financing

To date approximately \$75 - \$80 million of public funds have been spent in the downtown. Another \$150 million has been spent by private developers on downtown redevelopment projects, (this does not include the various "spin-off" developments which have occurred). At present, it is estimated by the CCDC that five dollars of private funding is spent for every one dollar of public funding for downtown improvements.

Public funding is raised through various sources, including Federal Grants, State Grants, sale of public lands, issuing of bonds, and loans to the CCDC from the City.

2.4 Results

The redevelopment plans for downtown San Diego are being implemented and the revitalization is well under way. From the projects planned, it is anticipated that a public investment of \$28.8 million in the downtown will generate a private investment of \$566.3 million.

Downtown property taxes before redevelopment began were \$1,021,195. At present they are \$2,402,847 (up 135%) and by 1986 they are projected to be \$6,000,000 annually.

CHART B: DOWNTOWN REVITALIZATION IN OTHER CITIES

CITY	POPULATION (1980)	PROJECT DESCRIPTION	YEAR(S) OF PROJ. DEV.	TOTAL	FINANCING PUBLIC	PRIVATE	RESULTS/IMPACT	OTHER
MILWAUKEE	636,212	- 4 block mall created by refurbishing existing buildings and covering streets over with a glass skyway	- Milwaukee Redevelopment Corp. founded 8 years ago - this plan took 6 years to develop & construct	\$70 million	\$30-\$35 million (no City funds taken from Capital budgets; \$ mainly raised by issuing bonds)	\$16.5 million M.R.C. \$18.0 million Rouse Co.	- Retail tax assessment in the downtown jumped from \$17.651 million in 1980 to \$23.534 million in 1982 (a 33% increase in gross tax rate) - the majority of City's contribution is expected to be recouped through increased tax revenues - now averaging 25,000 shoppers on week days and 60,000 on weekends - tremendous amount of spin-off investment starting in downtown; full impact cannot be determined until 1984-1985.	- project is considered extremely successful - mall project was very strongly opposed by downtown businesses in the beginning; however now that the mall is 95% leased and business has greatly increased downtown business support - mall has generated civic pride throughout Milwaukee.
MINNEAPOLIS	370,951	- various downtown improvements including extending the transit mall, building auto parkades, renovating historical structures, streetscapes.	- ongoing		1982 - \$7,941,000 1983 - \$8,383,000		- Major portions of capital budgets spent downtown. 1982 -21.7% of City's total Capital budget. 1983 - 22.6% of City's total Capital budget.	- downtown Minneapolis is very successful, attracts many tourists, and has a low retail vacancy rate

CITY	POPULATION (1980)	PROJECT DESCRIPTION	YEAR(S) OF PROJ. DEV.	TOTAL	FINANCING PUBLIC	PRIVATE	RESULTS/IMPACT	OTHER
SAN DIEGO	875,504	- 3 major redevelopment projects covering 300 acres of the downtown - projects include a convention centre, Horton Plaza Shopping Mall, a Performing Arts Centre, major hotels, restaurants, office towers, and residential units which are all linked/or incorporated into each other	- City adopted redevelopment plans in 1972-1976 - In 1975 Centre City Dev. Corp. started to act as a "broker" between City & Developers to implement plans.	\$225 million to date. (this does not include spin-off development; included ratio of private to public funding would be approx. 5 to 1).	\$75 million	\$130 million	- Prior to this redevelopment the downtown was no longer viable and could not be considered self-sustaining. - Now the area, even though the project is not yet completed, is becoming more viable and is expected to be self-sustaining and return the capital investment. - Prior to redevelopment only one "major" retail outlet with 40,000 sq. ft. remained; all major department stores had left. - Now 820,000 sq. ft. of retail is under construction and this will make the downtown a major retail centre once again.	- "the businessmen in the downtown lacked the vision to see what the redevelopment could do" - therefore they strongly opposed the plan - most of the support and money was raised outside the downtown - downtown expected to be a major tourists attraction and is expected to attract many conventions to the new convention centre
REGINA	151,191	- construction of widened sidewalks and street furniture improvements on major shopping streets in downtown - construction of weather protected sidewalks - tree planting program - pedestrian malls	1979 to 1984	1 mill per year (estimated at 250 to 300 thousand dollars per year).		- dependant on spin-off development	- Successful Scarth Street Mall - More successful retail environment downtown	- although it was opposed by many downtown merchants the program proceeded and is considered successful.

APPENDIX II

FINANCING MEASURES UNDER
INVESTIGATION

APPENDIX II

2.0 FINANCING MEASURES UNDER INVESTIGATION

2.1 General City Tax Revenue

Funding could be provided through the City's current operating budget. This could be in the form of a grant, similar to the grant given to the Citadel Theatre. Another option would be to establish a policy whereby a set portion of the annual operating budget would go towards downtown improvements. For example, the City of Regina has established a five-year policy whereby one mill of city revenues is committed to downtown improvements annually.

2.2 General Financing Through Debentures

Funding could be provided through the annual capital budgets. This method of funding has been used previously in Edmonton in the development of the majority of the existing City parks. The City of Minneapolis has also used this method to fund downtown improvements with the projection that increased tax revenues would ultimately provide a return on their investment.

2.3 Local Assessment Levy

This method of financing requires the issuing of debentures; however, property owners benefiting from the improvement would be assessed accordingly. An example of a previous application of this method of financing would be the downtown tree project.

2.4 Special Frontage Assessment Levy

This method of financing also requires debenture borrowing; however, the funds are recovered through a special assessment on all properties directly fronting onto the improvement. This is the most common form of financing used for funding residential paving and residential sidewalk improvement projects.

2.5 Business Revitalization Zones

A recent amendment to the Alberta Municipal Government Act would allow an area to be declared a Business Revitalization Zone. Funds for improvements may then be collected through a special benefit levy on the business assessment of businesses within the Revitalization Zone. This is a new financing option. Therefore, no examples of previous applications are available.

2.6 Issuing of Bonds to the Public

Rather than borrowing monies from the government, bonds could be issued to the general public. Funds generated through the increased tax assessment and revenues in the improvement area should be used to pay for bonds. This method was used previously in the financing of the Genesee Power Plant. Other cities that have used similar methods for funding downtown improvements are Milwaukee and San Diego.

2.7

Tax Increment District

The boundaries of the tax increment/improvement district would have to be determined. The tax rate is set in the base year, usually the year prior to the improvements beginning. For a period of five to ten years thereafter, the difference between the tax revenues in the district in the base year, and each subsequent year of the program, is used to pay for the improvements in the district. The City of Milwaukee has successfully used this program in financing their downtown improvements. The program was very popular because in effect the downtown paid for its own improvements and no additional tax burden was placed on the populous outside the district.

2.8

Revenues Collected From the Sale of City Properties

A percentage or quantity of revenues obtained through the sale of City properties, including rights-of-way, could be designated for financing of downtown improvements. The City of San Diego has used this method as a partial means of financing downtown improvements.

2.9

Fund Raising Events

Special events could be sponsored by the City in coordination with individuals, businesses and interest groups. The monies generated from these events would then be used to fund either a specific project or downtown improvements generally. This method of funding was used to generate monies for Universiade. The Cities of Phoenix and Baltimore have regular fund raising events in conjunction with their "wish list" program.

2.10

Rebates on Business Taxes

One means to encourage private businesses to improve their facilities, and thereby contribute to the improvement program, would be to offer a partial tax rebate if improvements are made. The rebate could be done numerous ways including a percentage of the value of improvements up to a specified amount or a rebate (for a period of one or two years) in the difference in taxes prior to improvements and taxes after improvements. A similar system was used in Boston and contributed to the rehabilitation of many deteriorating business premises.

2.11

Cost Sharing

The City could reach an agreement with property owners whereby each party would share the costs of the improvements. A similar funding method was used in the Neighbourhood Improvement Projects (NIP) where the Federal and Provincial Governments, the City, and the property owners paid for the improvements.

2.12

Redevelopment Levy

The redevelopment levies collected in the improvement area could be used to purchase property for public open space which would further enhance the area. This is being done in the Chinatown project in the Boyle Street/McCauley Area.

2.13

Reallocation of Existing Funds

With limited budgets, one option is to establish the downtown as a priority region and reallocate funds which may still be available through past capital budgets to the downtown.

2.14 "Wish List" Program

A "wish list" program begins with the establishing of a list of amenity items which the City wishes to acquire. The public is invited to contribute to their community by donating any item or items on the list and in return they receive a receipt for a tax deductible donation in the dollar amount of the item. The item may be a physical element such as a tree or park bench or it may be a service such as free pruning of trees in a local park. The program is being used extensively across the United States in cities such as Baltimore, Phoenix and Oregon. The program has been so successful in saving cities money that President Reagan is endorsing the program and encouraging its use across the nation.

Further information on the "Wish List" program is provided.

"WISH PROGRAM"

In February of this year an article entitled "MAKE A WISH" appeared in Time Magazine. The article outlined how many U.S. cities have attempted to still provide amenities despite major budget and revenue cuts.

Although the methods of administration varied, the basic concept was the same:

1. Print a list of projects, services and items which are needed but cannot be provided due to budget cuts.
2. Make this list available to the public either through the media, selected mailing lists, or upon request.
3. Organize a means of putting a "cash value" on all donations and issue receipts so that the donations can be tax deductible.
4. Organize a means of recognition for the persons or corporations making donations.

This "method of financing" amenities proved to be quite successful and has distinct advantages:

- The cities were able to provide many of the amenities and services which they would have otherwise had to abandon.
- Benefactors could use the method of contribution most convenient for them. (For example: A contractor in one city took advantage of a slow period and put his available men and machines to work providing the earth work required to construct a park. In return he received a receipt for a charitable

donation equivalent to the value of the work, 30 to 40 thousand dollars.)

Often people or corporations are hesitant about contributing money because they are concerned that a major portion of their donation will be used for administration; however, they would contribute specific items such as park benches, light standards, trees, etc.

Donations of services allowed the cities involved to redirect more of their budgets to the provision of essential services. (For example: A boy scout troupe in one city has volunteered to assist in the construction of nature trails. In another city a community group has agreed to do routine maintenance in a local park).

All donations are tax deductible.

Finally, the cities involved were able to provide amenities without requiring further increases in taxes.

One of the major unforeseen benefits was the increase in civic pride which the program generated. In the five cities contacted, the program was very well received by the general public and the media was extremely supportive.

Furthermore, it should be noted that the most successful programs were simple, not flashy, and were administered by public organizations, not civic organizations.

The wish list programs have been very successful in many U.S. cities; however, they do not provide the sole means of financing improvements. Major projects and regular maintenance costs are still funded through City revenues.

CITIES USING "WISH LISTS"

Lake Forest, Illinois
Oregon City, Oregon
Phoenix, Arizona
Houston, Texas
Boston, Massachusetts
New York City, New York
Tulsa, Oklahoma
Mount Holley, New York
Athens, Tennessee
Anaheim, California
Baltimore, Maryland
Detroit, Michigan

Make a Wish

Strapped cities solicit gifts

The recession has been tough on the small eastern Tennessee city of Athens (pop. 13,000). Industry is struggling, and unemployment has hit 14%. Local tax revenues have not kept pace with inflation, and city government has had to cut back. At the same time, though, new trees have been planted in city parks, and an exercise trail has been blazed through one of them. Six new WELCOME TO ATHENS signs, adorned with shrubbery, have been erected. Total cost: \$11,300.

This may seem extravagant for a financially strapped town. However, all but a fraction was donated by local citizens and businesses, which picked the projects from a ten-page brochure as if they were selecting presents from an L.L. Bean catalogue. The printing bill for the presentation ran to \$250, but even that cost was borne by donors, the city council members. Explains William Talley, city manager of Anaheim, Calif., which also publishes a catalogue for givers: "Cities can't ask the Federal Government for the money because it doesn't seem to be in that business any more, and the state government is balancing its budget on the backs of the cities. We're lucky if we can hold on to what money we do have."

Nation

In an effort to continue to provide such amenities as parks and playgrounds while struggling to maintain basic services like police and fire protection, communities from Baltimore to Oregon City, Ore., are now publishing wish lists of services and items they want but cannot afford. These municipal beggars are soliciting tax-deductible gifts, either in cash or in goods or services, from private-sector donors. In many cities, the lists are dominated by pleas for park and sports equipment. Others want typewriters and computers for city offices, film projectors and pianos for community centers.

Some city officials use Madison Avenue techniques to make their pitch. Last June, Baltimore splashed a list of 2,500 wishes across two newspaper pages. More than half have since been granted: city offices got duplicating machines, schools were fumigated, vans for transporting senior citizens were repainted, a four-story 19th century observatory was refurbished, and seats at Memorial Stadium were scrubbed clean. Estimated value of the goods and services: \$10 million. "The response was truly gratifying," says Mayor William Donald Schaefer, "an inspiration to carry on through hard times." Detroit's gift catalogue has raised \$300,000 for its parks and recreation facilities. In Phoenix, the city's wish list has led to the creation of three foundations to help out the parks budget. Says Wayne Korinek, assistant director of programs and administra-

While the private gifts generated by these local wish lists may ease budget aches, they do not solve the financial crunch. It is difficult to find donations to fill potholes or fix bridges. Admits Athens City Manager Marvin Bolinger: "We aren't going to have a street or a new sewer plant donated. The basic needs still need to be met. But this is just helping with the little extras that you'd like to have."

Still, many items on the wish lists are hardly luxuries. Oregon City is asking for a new fire engine (\$120,000), an air-operated rescue tool to help fire fighters pry open mangled or burning automobiles (\$7,000), a hydrocarbon meter to detect the presence of explosive gases (\$1,200) and a string of 40 new light poles for Main Street (\$18,000 each). In its catalogue, Anaheim says it needs money even to equip centers for senior citizens and the handicapped. Reaching higher than most, the city of Reno asks for an entire \$3 million community center.



The cover of Oregon City's plea for help

brary department: "Without additional funding sources some parts wouldn't be completed and lights or picnic facilities wouldn't be installed."

Lake Forest, Ill., an affluent Chicago suburb, put together a slick 16-page *Gift Handbook* (subtitle: *A Tradition of Excellence Through Giving*), which lists such unbudgeted items as a \$30,000 artificial lake for the 18th green of the municipal golf course, a \$2.5 million indoor pool and a \$1.2 million indoor tennis facility. While these wishes still await their fulfillment, Lake Forest has received \$104,000 in donations since the list came out in September, including trees for the city's parkways, landscaping for city hall, an exercise trail in a city park and an oak table for city council meetings.



APPENDIX III
PUBLICITY AND PROMOTION PROGRAM FOR PRIDE

APPENDIX III

3.0 PUBLICITY AND PROMOTION PROGRAM FOR PRIDE

For downtown revitalization to be a success, the community at large will have to take an active interest in shaping the downtown's character. As it is the downtown which creates a city's image, most citizens have a personal stake in the health of their city's central core. While the City can lead the way in establishing an attractive physical setting, it is the business community and the general public which must add the activity and the life.

PRIDE seeks to tap the imagination and enthusiasm of Edmontonians for creating community-based "people places". Through PRIDE, the Planning Department hopes to:

- a. establish the need for improvements to downtown Edmonton;
- b. describe the projects in terms which will bring them to life for all Edmontonians;
- c. present the benefits of a revitalized downtown in giving Edmonton a distinct personality and better image, improving the quality of life for all citizens, rejuvenating business activity, and giving Edmontonians a sense of place with projects linking and harmonizing the city's past with her future;
- d. impart the need for involvement of all levels of society, and the satisfaction and/or direct benefits of helping to bring about improvements.

The acronym of PRIDE encapsulates everything the plan represents: the need for improvements, the benefits of the improvements, and the feeling of accomplishment which will arise from helping to enhance the city's central area.

Methods

3.1

Many different means will be used to foster community participation. A series of brochures will describe the vision behind the many projects which could transform downtown Edmonton into a unique and appealing environment. An audio-visual presentation, providing greater details on proposed downtown projects, will help groups relate to the scope and potential of the program. The logo will give visibility to program elements, and could be applied to private as well as public ventures.

The "Wish List"

To focus community involvement, PRIDE proposes to publish a "wish list", a catalogue of gifts citizens can purchase for the overall benefit of the community. The gifts could include park benches, light standards, historic cairns, etc. The donors would receive tax deductions in the amount of their donations, public recognition of their generosity and personal satisfaction that they have in some concrete way contributed to the improvement of their city.

Many individuals and groups have keen interests in specific areas, and this will be built upon to secure commitment to the various downtown projects. For example, historical groups may be particularly interested in participating in the development of

historical highlights on the Heritage Trail.

The "wish list" idea has been adopted very successfully by many cities in the United States, and is now being used in Edmonton by the Chinese Businessmen's Association to secure financial support for the development of Chinatown. The wish list promises to be an exciting means of generating true community commitment to the revitalization of downtown Edmonton.

APPENDIX IV

ISSUES ON DOWNTOWN PARKING

APPENDIX IV

4.0 ISSUES ON DOWNTOWN PARKING

4.1 Issues

The surveys conducted for the Jasper Avenue Improvement Program in October, 1982 and in March, 1983 and the numerous letters received by the Planning Department and Chamber of Commerce identified the following major issues and perceptions related to parking in the downtown:

- a. Downtown, especially the Jasper Avenue area, does not have enough convenient and affordable parking for shoppers.
- b. Metered parking on roads, regarded as the most convenient form of parking, should be retained and probably expanded.
- c. Retail sales business will improve dramatically if parking is improved.
- d. Downtown retail is losing severely in competition with suburban shopping centres which have free parking.
- e. Customers in the downtown don't know where to park.

4.2 Solutions

Immediate solutions related to the parking problem in downtown are required as businessmen and retailers want the City to take action to reverse deteriorating retail sales in the downtown area.

4.2.1 Short Term Actions

Management and advertisement of public and private sector parking spaces in the downtown are required immediately. A parking management committee consisting of representatives from retailers and property owners, Bylaw Enforcement and Transportation Management Department should prepare an action plan which would attempt the following:

- a. During evenings, and on weekends, parking should be made available free in the downtown.
- b. Signs should be erected showing when and where free parking is available.
- c. During business hours, parking costs should be reduced.
- d. A percentage of parking spaces in buildings downtown should be reserved for shoppers.

4.2.2 Long-Term Actions

Transportation Management Department is conducting a parking study for downtown. The steering committee set up to undertake short-term actions should also work with them on this study and implement its recommendations in phases. Downtown businessmen have also stated that a City Parking Authority should be established.

Return to any

**Edmonton
Public Library**

service point

POOR

QUALITY

ORIGINAL